

UNITED STATES COAST GUARD



Intelligence Officer Career Guide

Active Duty LTJG – CAPT



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The General Development of an Officer

The Coast Guard values officers with specialized qualifications and experience. Within the Coast Guard there are thirteen different specialties defined by the Officer Specialty Management System (OSMS). These specialties are categorized by mission execution (aviation, afloat, response, prevention) to mission support (intelligence, finance, human resources, legal, etc.). Junior officers need to gain the basic qualifications of a specialty early in a career.

Officers beginning their Coast Guard career are typically assigned to operational units. In general, officers develop a specialty from the Ensign to Lieutenant Commander pay grades. The first two tours largely define the career path. These tours provide initial training and enable junior officers to acquire the necessary competencies and develop specialty expertise. Once officers have attended the required training courses ("C" Schools), accrued the necessary experience, and completed the qualifications for their billet assignment, they become **Specialists**.

Subsequent assignments expand an officer's knowledge and experience into other areas in order to become a **Broadened Specialist**. A broadened specialist has acquired in-depth knowledge and skills in one specific area of expertise, knowledge and skills in one or more additional specialties, and whose assignment is between the grades of Lieutenant Commander and Captain. This additional knowledge and responsibility can be acquired through diverse assignments within one's specialty or through out-of-specialty (OOS) tours. OOS tours offer unique opportunities, casting individuals into new environments with different responsibilities. Officers learn more about how the Coast Guard works within Homeland Security, National Security and Defense or about our partnerships with other agencies, how resources are allocated, and key decisions are made.

Building the Intelligence Officer

The Coast Guard requires intelligence expertise in its officer corps. Officers gain intelligence expertise through experience in intelligence assignments, training and education. The Intelligence Specialty is supported by the intelligence core competency. This competency details the level of proficiency acquired through training and experience required to obtain and maintain the intelligence specialty (Figure 1). These two components, along with an advanced education in intelligence, define the career progression through the three levels of INTEL001: Apprentice, Journeyman, and Master. Officers are expected to reach the Apprentice level as a Lieutenant Junior Grade or Lieutenant, the Journeyman level as a Lieutenant and the Master level as a Lieutenant Commander. After completion of training, Performance Qualification Standards (PQS) and time requirements, members will earn the aforementioned intelligence competency level.

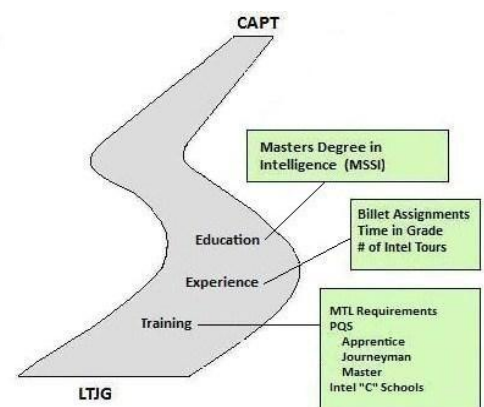


Figure 1: Officer Career Path

1. Training

Officers are provided baseline intelligence training upon assignment to an intelligence billet. Entry level intelligence officers are required to attend the Coast Guard Intelligence Officer Course in Yorktown, VA. Further requirements are dependent upon the billet to which a member is assigned in accordance with the Intelligence Training Instruction, COMDTINST 1500.26 (series) and the Master Training List (MTL).

The intelligence training requirements per pay grade are as follows:

Lieutenant Junior Grade/ Lieutenant (Entry level):

- Complete Coast Guard Intelligence Officer Course (CGIOC) and Apprentice “Intelligence Professional” competency requirements.
- Complete position specific training per MTL.

Lieutenant (One Intel tour completed):

- Complete the Journeyman “Intelligence Professional” competency requirements.
- Complete position specific training per MTL.

Lieutenant Commander:

- Complete the Master “Intelligence Professional” competency requirements.
- Complete position specific training per MTL.

Commander/Captain:

- Complete position specific training per MTL.

Some billets require significant specialized training. While the core intelligence competency builds and develops an intelligence officer, additional technical competencies (Cryptology, Counterintelligence) may be necessary to track specialized skill sets. Updates to the MTL will capture any future competency requirements.

In addition to formal training requirements, there are numerous professional development opportunities available to intelligence officers. These opportunities arise on a case-by-case basis and nominees are solicited through the chain-of-command. Officer completing a professional development program should ensure it is captured in the Record of Professional Development CG Form-4082.

2. Experience

Officers enter the intelligence specialty as either a Lieutenant Junior Grade or Lieutenant. Most Lieutenant Junior Grades will enter after the completion of an operational tour. If entering from other than operations, officers will most likely be assigned to a Sector intelligence billet to gain field level experience. Lieutenant billets that are considered entry level intelligence positions are watch standing billets at the Intelligence Coordination Center (ICC) or the Maritime Intelligence Fusion Centers (MIFCs), along with Sector billets not designated as “Intel Staff Chief.” Lieutenants beyond seven years of Commissioned Coast Guard service are not normally considered for the specialty due to the training and competency requirements. In addition to the

formal “C” schools, skills learned and practiced during on-the-job training throughout the first tour will allow the officer to become a specialist in their field.

Officers desiring to remain assignable within the intelligence specialty should seek subsequent intelligence assignments. These assignments consider past performance, potential for increased responsibility, career development and service needs. During the second tour, the specialty expertise is further developed and refined. Increased responsibility is essential in developing expertise to enhance decision-making and leadership skills. Upon completion of a second or third tour, officers should concentrate on building depth in their professional portfolio by leading a larger branch or division, pursuing a post graduate program, or seeking billets of greater responsibility. Interagency assignments within intelligence provide officers with exposure to other Intelligence Community (IC) agencies and functions. Questions about interagency assignments can be answered by your assignment officer.

General experience (assignment) requirements per pay grade:

- Lieutenant Junior Grade and some Lieutenant billets: entry level positions.
- Lieutenant: one previous intelligence assignment.
- Lieutenant Commander: two previous intelligence assignments. Advanced Education, Senior Education and Fellowships in intelligence are considered intelligence assignments.
- Commander: three previous intelligence assignments. Advanced Education, Senior Education and Fellowships in intelligence are considered intelligence assignments.
- Captain: four previous intelligence assignments. Advanced Education, Senior Education and Fellowships in intelligence are considered intelligence assignments.

There are limited Out-of-Specialty (OOS) opportunities for officers. After completing their second intelligence tour, officers may broaden into a second specialty such as C4IT, Finance, Human Resources, etc. OOS tours broaden perspective and expertise. Officers should be aware, however, that when the supply of specialists is close to the demand, there is less opportunity for OOS assignments. Upon completion of an OOS assignment, an officer should expect to return to the intelligence specialty.

Officers should aspire for command cadre opportunities. Command screening panels are used to determine those officers who are best qualified to assume command. Eligibility criteria for screening are published in the Schedule of Active Duty Promotion List (ADPL) and Inactive Duty Promotion List (IDPL) Officer Personnel Boards and Panels, PSCNOTE 1401.

Specialized segments within intelligence are best served by officers with previous experience. Officers desiring to compete for Captain and Commander assignments in Cryptology or Counterintelligence should seek junior officer assignments at those commands.

3. Education

Upon completion of a second intelligence tour, officers should pursue an advanced education degree in intelligence or a related field (i.e. Cyber Security). Officers can obtain a degree either through the Coast Guard Advanced Education process or on their own at regionally accredited institutions. The Assistant Commandant for Intelligence and Criminal Investigations sponsors graduate programs for intelligence officers through the Coast Guard's advanced education process. Officer's are most competitive for graduate programs after their first Lieutenant tour and before the rank of Commander.

Commanders should strongly consider applying for all Senior Education and Fellowships. Senior Education and Fellowships graduates are extremely valuable to the Intelligence Program. Senior Education and Fellowships include, but are not limited to MIT, Rand, Harvard, Brookings and War Colleges. Intelligence Senior Education is available at NIU in the Center for Strategic Intelligence Research (CSIR). Eligible candidates are Commander or Commander (select) who possess a Master's degree in intelligence or a related field. The National Security Agency (NSA)/Central Security Service (CSS) Director Fellowship Program is a one year leadership development program designed to grow the Cryptologic leaders of tomorrow by allowing Lieutenant Commanders or Commanders, with a Master's degree in intelligence or a related field, an opportunity to be exposed to NSA/CSS leadership, management decisions, operations and resource issues. Through the fellowship, officers are prepared to serve at NSA/CSS or Cryptologic centers. Further information about intelligence advanced education, Senior Education or Fellowship programs can be found at:

<https://cgportal.uscg.mil/delivery/Satellite/CG212/HOME>.

Education target audience per pay grade:

- Lieutenant: Eligible for intelligence advanced education.
- Lieutenant Commander: Eligible for intelligence advanced education and NSA Fellowships.
- Commander/Captain: Eligible for Senior Education.

Upon completion of any training and education, ensure that the information has been captured by the Training Management Tool (TMT), a web-based application available on the Coast Guard intranet. All competencies, qualifications, certifications and course completions should be included within TMT.

Intelligence Assignment Types

Intelligence billets can be categorized by assignment types. The responsibility of the assignment type increases with experience (rank); for example a Lieutenant Junior Grade will be conducting analysis but a Commander will be supervising several analysts. The types of assignments in the intelligence specialty include:

- Analysis
- Collections
- Counterintelligence

- Cryptologic Group
- Command Cadre
- Cyber
- Interagency
- Staff
- Watch
- Criminal Investigations

Figure 2 shows when an officer might encounter a specific type of assignment during a career.

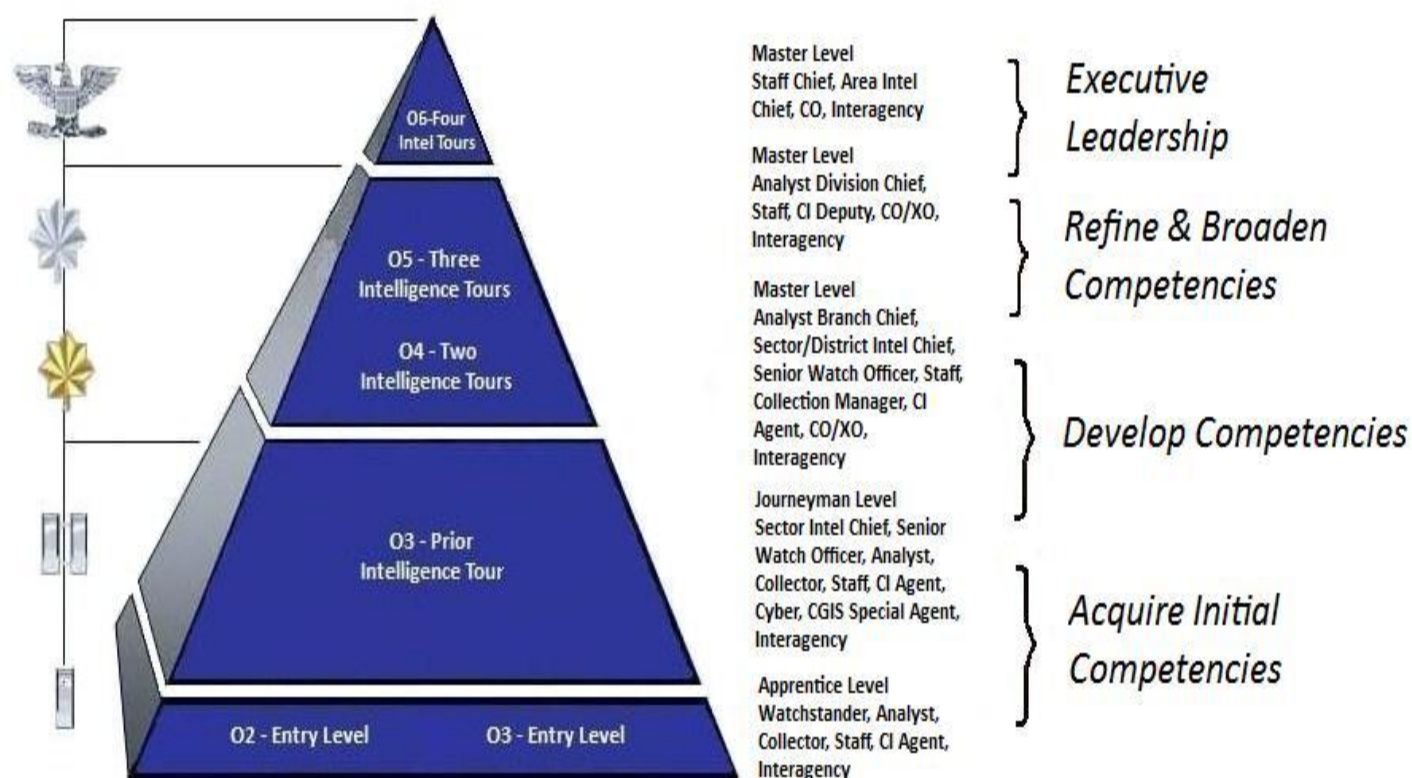


Figure 2: Intelligence Officer Career Pyramid

Intelligence Component Assignments

Intelligence officers can be found at various commands throughout the Coast Guard. The following is a brief description of the major intelligence components as taken from, *Intelligence*, Coast Guard Publication 2-0.

Assistant Commandant for Intelligence and Criminal Investigations Directorate, Coast Guard Headquarters (CG-2)

Commandant (CG-2) supports the Assistant Commandant for Intelligence and Criminal Investigations through planning, policy, programming, budgeting, training, security, and information systems support related to Coast Guard intelligence.

Coast Guard Counterintelligence Service (CG-CI)

CG-CI preserves the operational integrity of the Coast Guard by shielding its operations, personnel, systems, facilities and information from Foreign Intelligence and Security Services, and the intelligence efforts of terrorist organizations, drug trafficking elements and other organized crime groups, adversaries, and insider threats.

Coast Guard Cyber Command (CG CYBERCOM)

CG CYBERCOM identifies, protects against, and counters electromagnetic threats to the maritime interests of the United States. They provide cyber capabilities that foster excellence in the execution of Coast Guard operations, supporting DHS cyber missions and also serve as the Service Component Command to US Cyber Command.

Coast Guard Cryptologic Group (CG CG)

CGCG provides a unique maritime Cryptologic perspective within the Signals Intelligence (SIGINT) community, helping to satisfy validated national SIGINT requirements, and supporting Coast Guard and Department of Homeland Security missions.

Intelligence Coordination Center (ICC)

The ICC is the Coast Guard's strategic level intelligence analysis and production center, in support of the Commandant's Priority Intelligence Requirements. ICC manages all collection requirements, tasking, and requests for information that pass between the Coast Guard and Intelligence Community (IC) partners.

Area Intelligence Staff

The Pacific Area and Atlantic Area Intelligence Divisions manage all aspects of intelligence activities within their area of responsibility and of subordinate units. They provide integration and coordination with interagency partners, the private sector and international partners. Area Intelligence oversees the following components:

Maritime Intelligence Fusion Centers (MIFCs)

MIFCs, both MIFC LANT and MIFC PAC, are the central hubs for fusion, analysis, and dissemination of maritime intelligence and information at the operational and tactical level, providing tactical intelligence support to the District and Sector intelligence staff.

District Intelligence Staff

The District intelligence staff supports the District Commander, provides information for reports within the District, sensitizes personnel to intelligence priorities and collection requirements, performs law enforcement intelligence collection and serves as collection manager for assets in the District.

Sector Intelligence Staff

The Sector intelligence staff supports the Sector Commander, provides information for reports within the Sector, sensitizes personnel to intelligence priorities and collections requirements, performs law enforcement intelligence collection and serves as collection manager for assets in the Sector.

Coast Guard Investigative Service (CG-CGIS)

The Coast Guard Investigative Service is a critical program component of the Coast Guard's Intelligence Enterprise. Intelligence Officers assigned to the Service obtain specialized training and expertise specific to the CGIS Program, expanding and improving the body of knowledge, skill sets and cohesion within the Enterprise. Officers can expect to conduct the broad range of investigative, protective service, force protection, task force liaison, human-derived intelligence collection, and other collection activities of a Coast Guard special agent.

Further Sources of Information

Assignment Officers (AO) at Personnel Service Center (PSC), provide counseling and guidance to assist in career development. They review all Officer Evaluation Reports and know the officers in their accounts and understand the responsibilities an officer has in their current billet. AOs conduct road shows, update shopping lists, review E-Resumes, conduct Direct Access queries of candidates for open billet assignments and make recommendations for the filling of the positions. Asking the Assignment Officer for an evaluation of one's record, including E-Resume, can be a valuable source of feedback.

A source of information and guidance in all aspects of career management is the Officer Career Management Branch (opm-4). The Mission Statement of opm-4 is "To provide dedicated career management counseling to officers of all grades; with special emphasis on individual competitiveness, future career decisions, and officer career management analysis while serving as a resource in responding to other staff actions concerning officer career management." Information will be provided on three basic themes:

- Specialties and career paths (assignments and advanced education).
- Performance management (evaluations and promotions).
- Career broadening strategies (career goals, service schools, and out-of-specialty assignments).

They also counsel officers concerning evaluation of different career alternatives, competitiveness and failure of selection for Post-Graduate degrees and promotion.

Conclusion

This Intelligence Officer Career Guide traces the steps along the path of an intelligence officer, from the entry level Lieutenant Junior Grade and Lieutenant to the broadened specialist of a Captain. It looks at the required training, experience and advanced education necessary to reach the rank of Captain within the intelligence specialty. In addition to understanding the requirements of an intelligence officer, one must also balance the qualifications of one's specialty while also broadening one's knowledge base, either through out-of-specialty assignments or within the specialty through increased responsibility or diverse assignments. Intelligence Officers must achieve the required training, education and experience requirements to remain competitive for future intelligence assignments. However, once the specialty requirements are met, officers should strive to expand their knowledge and experience to all professional development and qualification opportunities available at their unit. Field units offer Officer's extensive opportunities to earn qualifications in mission execution (boat operations, search and rescue, etc.) and mission planning. Gaining operational experience and qualifications

builds on an Intelligence Officers depth and professional portfolio. An officer who strikes the balance between specialty requirements and building professional depth will have a more promising chance at promotion.

Finally, it is important to remember that no document can capture all the different career path possibilities, as each officer's situation is unique. It is up to each individual officer to manage his or her own career through early and ongoing discussions with PSC (opm).

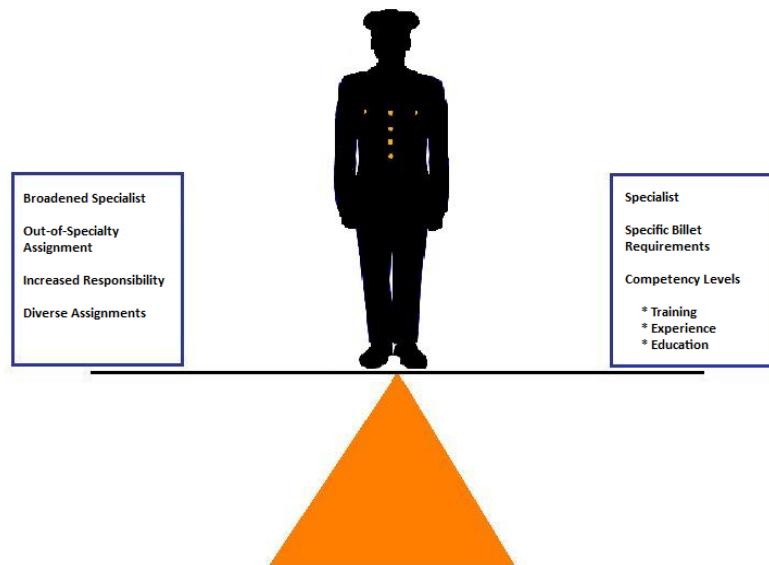


Figure 3: Specialty and Out-of-Specialty Balance

Reference Outline of an Intelligence Officer Career Path

- I. Lieutenant Junior Grade (Entry level position)
 - A. Time in service: Two to four years.
 - B. Assignment Types: Watchstander, Analyst, Collector, Staff, CI Agent, Joint.
 - C. Requirements to complete during assignment:
 - a. Apprentice competency level.
 - b. Serve at least two years in the assigned billet.
- II. Lieutenant (Entry level position)
 - A. Time in service: Four to seven years.
 - B. Assignment Types: Watchstander, Collector.
 - C. Requirements to complete during assignment:
 - a. Apprentice competency level.
 - b. Serve at least two years in the assigned billet.
- III. Lieutenant (Second Tour)
 - A. Time in Service: Seven to ten years.
 - B. Assignment Types: Senior Watch Officer, Analyst, Collector, Sector Intel Chief, CGIS Special Agent, Staff, CI Agent, Cyber Staff and Interagency.
 - C. Requirements prior to assignment:

- a. Previous intelligence tour.
 - b. Apprentice competency level.
 - D. Requirements to complete during assignment:
 - a. Journeyman competency level.
 - E. Future career considerations:
 - a. Consider an interagency tour.
 - b. Eligible for intelligence advanced education.
 - c. Pursue broadening into a second specialty.
- IV. Lieutenant Commander
 - A. Time in Service: Ten to 15 years.
 - B. Assignment Types: Senior Watch Officer, Analyst Branch Chief, District/Sector Intel Chief, Collection Manager, Staff, CI Agent, CO/XO and Interagency.
 - C. Requirements prior to assignment:
 - a. Two previous intelligence tours.
 - b. Journeyman competency level.
 - D. Requirements to complete during assignment:
 - a. Master competency level.
 - E. Future career considerations:
 - a. Pursue an interagency tour.
 - b. Eligible for intelligence advanced education and NSA Fellowship.
 - c. Pursue broadening into a second specialty.
- V. Commander
 - A. Time in Service: 15 to 21 years.
 - B. Assignment Types: Analyst Division Chief, Staff, CO/XO/Deputy, and Interagency.
 - C. Requirements prior to assignment:
 - a. Three previous intelligence tours.
 - b. Master competency level.
 - D. Future career considerations:
 - a. Eligible for Senior Education or Fellowships.
 - b. Pursue an interagency tour.
- VI. Captain
 - A. Time in Service: 21 to 28 years.
 - B. Assignment Types: Staff Chief, CO, and Interagency.
 - C. Requirements prior to assignment:
 - a. Four previous intelligence tours.
 - b. Master competency level.

References:

Intelligence, Coast Guard Publication 2-0, May 2010.

Developing a Career as a Coast Guard Officer Guide; Personnel Service Center, Officer Personnel Management Division, Career Management Branch (PSC-opm-4), June 2007.

Intelligence Training, COMDTINST M1500.26 (series).

Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3 (series).

Performance Qualification Standards for Intelligence Personnel, COMDTINST M3870.2 (series).

Performance Qualification Standards for Intelligence Processors and Disseminators, COMDTINST M3870.3 (series).